

Appeal 2005



International Federation
of Red Cross and Red Crescent Societies

EAST AFRICA REGIONAL PROGRAMMES

Appeal no. 05AA007

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes, objectives, and related activities to be implemented in 2005, and the corresponding funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text, or can be requested through the respective regional department.

For further information please contact the Federation Secretariat, Africa Department: Josse Gillijns, Regional Officer for Eastern Africa, email josse.gillijns@ifrc.org, phone 41.22.730.42.24. Please also refer to the full contact list at the end of this Appeal, or access the Federation website at <http://www.ifrc.org>

Click on the title below to go to the relevant text; click on the figure to go to the programme budget.

	2005
Programme title	in CHF
Strengthening the national society	
Health and care	916,059
Disaster management	491,286
Humanitarian values	305,509
Organizational development	352,153
Coordination and implementation	780,772
Total	2,845,779¹

¹ USD 2,260,300 or EUR 1,833,000.

Regional Context

The Eastern Africa regional delegation, based in Nairobi, covers 14 countries: Kenya, Tanzania and Uganda (East Africa); Djibouti, Eritrea, Ethiopia, Somalia and Sudan (Horn of Africa); Burundi and Rwanda (Great Lakes); and Comoros, Madagascar, Mauritius and Seychelles (Indian Ocean). Together, these countries are home to more than 235 million people and amongst the world's poorest. The average per capita GDP is less than USD 1,000 (see table below).

Table 1: Human Development Indicators at a Glance

Country	HDI Rank	Total population (millions)	GDP per capita (USD)	HIV prevalence (% , ages 15-49) (2003)	Life expectancy at birth (years)	Population (%) with sustainable access to an improved water source (2000)	Adult literacy rate (% , ages 15 and above)
Burundi	173	6.6	102	330,000	40.8	78	50.4
Comoros	136	0.7	437	n.a	45.8	96	56.2
Djibouti	154	0.7	861	n.a	43.1	100	65.5
Eritrea	156	4.0	150	49,000	52.7	46	56.7
Ethiopia	170	69.0	90	1,900,00	43.9	24	41.5
Kenya	148	31.5	393	2,300,00	45.2	57	84.3
Madagascar	150	16.9	268	21,000	53.4	47	67.3
Mauritius	64	1.2	3,740	700	71.9	100	84.3
Rwanda	159	8.3	212	430,000	38.9	41	69.2
Seychelles	35	0.1	8,320	n.a	72.7	n.a	91.8
Somalia	n.a	9.1	226	n.a	47.6	21	24.0
Sudan	139	32.9	412	410,000	55.5	75	59.9
Tanzania	162	36.3	267	1,300,000	43.5	68	77.1
Uganda	146	25.0	236	510,000	45.7	52	68.9

Source: UNDP Human Development Report, July 2004: Human Development Index (pages 139-250). Refer to http://hdr.undp.org/reports/global/2004/pdf/hdr04_HDI.pdf Note: Data is 2002 unless noted above.

The region is one of the most vulnerable and disaster-prone in Africa ranging from seasonal floods and cyclones in Kenya, Sudan and the Indian Ocean islands; volcanic activity in Rwanda, Burundi and the Indian Ocean islands; chronic food insecurity and drought in Somalia, Ethiopia, Sudan and Eritrea; and political instability and armed conflicts in the Great Lakes region. These disasters have contributed to massive population movements over the years that have devastated the livelihoods of a large number of communities and increased their vulnerability.

The high prevalence of communicable diseases such as HIV/AIDS, tuberculosis, malaria, cholera, typhoid, and diarrhoeal diseases has placed a huge burden on the health care service delivery in most of these countries. Poor sanitation and lack of access to safe water is of great concern; an ever-increasing number of geographic areas are becoming endemic to water-borne and water related diseases. Vaccine-preventable diseases such as measles continue to be a major cause of infant mortality.

Continued political instability and armed conflict in the Democratic Republic of the Congo, and tension and conflict in the Great Lakes region and the Horn of Africa have resulted in thousands of displaced people crossing borders into Tanzania, Uganda and Kenya; many others are in their home countries as internally displaced persons (IDP). At present, an estimated five million people are either living as refugees or IDP within the region. Refer to Table 2: Affected population in the region, and Table 3: Other vulnerable groups, below

Table 2: Affected population in the region

Country	IDP	Refugees	Total
Djibouti	n.a	24,314	24,314
Eritrea	58,953	4,000	62,593
Ethiopia	150,086	124,145	274,231
Kenya	361,000	225,198	586,198
Somalia	372,880	368*	373,248
Sudan	3,822,981	324,573	4,147,554
Totals (range)	4,765,900 - 4,769,650	702,598 - 703,598	5,468,498 - 5,473,248

Source: OCHA regional support office for Central and East Africa; statistics as of May 2004.

* Of these, only 362 are assisted by UNHCR/Hargeisa. UNHCR estimates 35,000 Ethiopian refugees in Mogadishu and Qoryoley; persistent insecurity frustrates verification and protection efforts. 90% of refugees in Hargeisa are Ethiopian.

Table 3: Other vulnerable groups

Eritrea	Soldiers for demobilization; returning IDP; returning refugees; drought affected; host families; urban vulnerable; HIV/AIDS victims; expellees in camps, resettling expellees	2,403,414
Ethiopia	People in need of food aid in 2004	7,100,000
Kenya	Food insecure; people infected with or affected by HIV/AIDS; HIV/AIDS orphans; street children; malaria risk	5,250,000
Somalia	Destitute; vulnerable urban and rural poor	380,000 up to 480,000
Total		15,135,414

Source: OCHA regional support office for Central and East Africa; statistics as of May 2004.

Several initiatives to bring peace in the region are on-going:

- Sudan: the peace talks have yielded success with the signing of a hallmark agreement between the government of Sudan and the rebel Sudanese Peoples Liberation Army (SPLA). This will facilitate the creation of a six-year transition period and a transitional government of national unity.
- Somalia: The Somali national reconciliation talks, taking place Kenya under the auspices of the Inter Governmental Authority on Development (IGAD), concluded the last and most contentious phase in which traditional elders are joined the political representatives in selecting a new parliament.
- Ethiopia/Eritrea: Tension still exists due to disputes over a ruling on the demarcation of a 1,000-km stretch border by the boundary commission of the permanent court of arbitration in The Hague. Both countries claim the town of Badme, one of the causes of the last conflict.

For ease of reference, the table below lists the standard abbreviations and references used in this Appeal.

ART – Anti-retroviral treatment	NEPAD - New Partnership for Africa's Development
CAS – Cooperation Agreement Strategies	OCHA – (UN) Office for the Coordination of Humanitarian Affairs
GNP+ - Global Network of PLWHA	PHAST – Participatory Hygiene and Sanitation Transformation
IDP – Internally-displaced persons	PLWHA – Person(s) living with HIV/AIDS
IEC – Information, Education, Communication	PNS - Partner National Society(ies)
IRIN – Integrated Regional Information Network (UN system)	RC-Net – Red Cross Red Crescent Network for East Africa
Movement - International Red Cross and Red Crescent Movement.	RDRT – Regional Disaster Response Team(s)
NAP+ - Network of African PLWHA	STI/ STD - Sexually-transmitted infections / diseases
	VCA – Vulnerability and Capacity Assessment(s)
ARCHI 2010 – refer to http://www.ifrc.org/what/health/archi/	
ERU – Emergency Response Unit(s) Refer to http://www.ifrc.org/what/disasters/eru/	
FACT – Field Assessment and Coordination Team(s). Refer to http://www.ifrc.org/what/disasters/fact/	
Strategy 2010 – refer to http://www.ifrc.org/who/strategy.asp	
Ouagadougou Declaration – refer to http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp	
Seville Agreement – refer to http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp	

Regional Red Cross and Red Crescent Priorities

Movement Context:

All national societies in the region have adopted the four core areas in their planning in accordance with Strategy 2010. It was agreed at the Fifth Pan-African Conference in 2000 that the African national societies would focus on health in line with ARCHI 2010, scale up HIV/AIDS activities, work on food security issues, strengthen the capacity of national societies, and strengthen volunteers' management system. These priorities have all been mainstreamed in the programmes and indicate the role of the Federation in achieving the 'Millennium Development Goals' and poverty reduction strategies.

In 2002, the board of governors of the Federation adopted the 'Strategy for Change' which elaborates how the Federation secretariat shall effectively support the implementation of the above. The Federation's dual role of providing service and leadership will remain the same, but the way of implementation requires a change. The major emphasis of the plan of action 2004-2007 is strengthening the capacity of national societies and promoting the benefits of working collectively. The responsibilities and structure of the regional delegation have been adapted to these new requirements and its implications are reflected in this plan of action. As a consequence, the objectives of the regional delegation will focus on:

Strengthening the National Societies

The regional delegation will provide consultancy services for national societies in the areas of health and care; disaster response and preparedness; advocacy and dissemination of humanitarian values; governance/management issues; and volunteers and branch development. These services will be based on request and will be specific and tailor made to strengthening the capacity of the national societies.

The regional delegation will facilitate exchange of knowledge and experience sharing, improve existing concepts and develop new or innovative approaches in cooperation with national societies. Activities which require a multi-country approach will also form the basis for nurturing or initiating new cooperation mechanisms with important stakeholders working in the same areas as the Movement (e.g. UN, international organizations, international alliances).

The regional delegation will support the improvement of systems in human resources, finances, administration, information technology and logistics in order to increase international connectivity and compatibility with systems used in the Movement. This also includes quality control mechanisms and assisting national societies in setting up and maintaining service standards.

Coordination, Cooperation and Strategic Partnership

The regional delegation will play a central role in the development and maintenance of CAS based on the strategy and policies of each national society. It will also act as a liaison between PNS and other donors in increasing the effectiveness and efficiency of the support to national societies via the CAS.

The capacity of the RC-NET, the structure that facilitates cooperation at different levels between national societies, will be strengthened. The foundation of a new RC-NET Strategy 2005-2008 was outlined at the regional partnership meeting held in Nairobi in June 2004. The new strategic direction includes increased involvement in setting the policy and direction of the regional delegation, inter-regional cooperation and joint positioning.

International Disaster Response

It is the first responsibility of national societies to respond to disasters and other emergencies in their own countries. Towards this end, the regional delegation will endeavour to increase their capacities and strengthen their preparedness for disasters. In addition, the regional delegation is prepared and equipped to initiate assessments, launch Information Bulletins and alerts, coordinate regional or international disaster response, and deploy the RDRT to support national societies whenever needed.

International representation and advocacy

Nairobi hosts a number of UN agencies including the headquarters of UNEP and Habitat, and houses more than 80 embassies and a number of other international institutions. The existing formal and informal contacts have been used for the development of partnerships with a number of these (UNEP, Youth Alliance, NAP+ etc.). The regional delegation will ensure sufficient advocacy and visibility at

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international fora, with the assistance of the host national society in the particular country. It will also maintain a modest information unit to deal with day-to-day media contacts.

Governance support

The regional delegation will assist and support the Federation's leadership in the region, in particular the members who have responsibilities in the Federation's Board and Commissions.

Effective management of delegation and support structures

The regional delegation offers office facilities and services to all national societies including bilateral offices. The quality and efficiency of these services will require continuous attention to respond to the evolving involvement of PNS in the region. Communication and information technology will receive special attention as the organization increasingly depends on the impact of new technology on its method of working.

The regional delegation also houses the Africa Regional Finance Unit (RFU), the Africa Regional Reporting Unit (RRU) and the Africa Regional Organizational Development Coordinator. All Federation offices in the field are housed in the premises of the host national societies.

Strengthening the National Societies

Health and Care

Background and Achievements

The African National Red Cross and Red Crescent Societies, supported by their respective governments advocated and are committed to the Ouagadougou Declaration which binds them to identify and prioritize public health issues through ARCHI 2010.

The regional delegation supports the national societies to advocate and take a leadership role in speaking out on behalf of the vulnerable communities and to influence decision makers on the necessity to protect life, health, human rights and dignity including the fight against any sort of stigma and discrimination.

In line with the Federation's Change Strategy, the regional delegation's health, HIV/AIDS, and water and sanitation (WatSan) programmes were merged into one unit called the regional health and care support unit (HCSU). The primary purpose of this integration is to create a structure that will better serve the national societies to ensure positive impact upon health of vulnerable individuals and communities.

Using ARCHI 2010 approach, national societies have recruited and trained volunteers through the coaching systems. A lot of progress has been seen in developing strategies for development, which includes networking, capacity building, and recruitment of technical staff. Core health and WatSan departments have been established and strategic plans and policies developed to address HIV/AIDS, WatSan and health. There has been a move from vertical programmes and reinforcement of existing health and care activities in developmental and complex emergency operations to ensure cost effectiveness and scaling up. More focus is envisaged in the area of reproductive health and HIV/AIDS programmes for IDP and refugees.

The PHAST methodology has continued to guide the development of WatSan interventions; two additional national societies of Djibouti and Somaliland adopted the methodology in 2004, bringing the number of national societies using PHAST to seven (Rwanda, Uganda, Tanzania, Eritrea, Ethiopia, Somaliland and Djibouti). The regional HCSU has supported the process through training of volunteers and project staff in the methodology. The HCSU is also actively involved in the drafting of a PHAST manual to be used within the Movement as an essential guide to both volunteers and staff. A key focus in 2005 will concentrate in the development and establishment of sound WatSan monitoring and evaluation systems as outlined in the PHAST guideline. This will finally see the institutionalization of the PHAST

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approach throughout 2005-2007 in order to achieve a desirable balance between the 'hardware' and 'software' components of WatSan.²

Major achievements have been realized in scaling up access to affordable and sustainable WatSan facilities; provision of water supply to refugees has been increased through the upgrading and installation of ground water and rain water harvesting structures in refugee camps in Lugufu, in Tanzania and Nakivale in Uganda respectively. However, 2005 will see a gradual phase out of the regional delegation as WatSan activities are taken up by the Spanish Red Cross in Lugufu and by government and UNHCR in Nakivale Uganda.

The Federation will continue to share and disseminate its WatSan policy to assist national societies in establishing long-term WatSan strategies. National societies will also be assisted to design WatSan programmes that address the needs of the most vulnerable. Further, national societies will be supported and encouraged to develop WatSan strategies that will give direction and further promote linkages to the wider health and care policies. Scaling up of WatSan activities within their integrated approach is planned within 2005 and beyond to ensure access to both water supply and sanitation services in line with SPHERE and WHO standards.

The terms of reference (ToR) of the health and care working group of the RC-NET have been redefined and a plan of action developed based on these; this provides a new impetus and opened opportunities for experience sharing and scaling up of HIV/AIDS, tuberculosis and malaria interventions. Collaboration between national societies and the Ministry of Health has created an enabling environment for scaling up community health and care interventions using ARCHI e.g. routine immunizations, home based care (HBC) and promotion of environmental sanitation and hygiene using PHAST. Several national societies have revised their community based first aid (CBFA) programmes to ensure more developmental and comprehensive community health interventions. This will promote further integration and linking with ARCHI 2010 process and other community programmes such as reproductive health, primary health care, first aid, CBFA, non remunerated voluntary blood donor recruitment, social welfare, WatSan, HIV/AIDS and emergency relief activities.

The establishment and strengthening of partnerships between the Federation and other national and international stakeholders (e.g. GNP+, NAP+, WHO, UNICEF) and beneficiary communities has contributed to a further involvement of PLWHA, increased mass measles immunization coverage, household utilization of insecticide treated mosquito nets (ITN), access to care and treatment, and access to safe water and adequate sanitation to the most vulnerable in the communities through country coordination mechanisms and Inter-Agency Coordination Committees (ICC).

The regional delegation initiated a comprehensive HIV/AIDS workplace programme for its staff and volunteers aimed at providing effective and proactive HIV/AIDS interventions at the workplace. This programme has been cascaded down to national societies and currently six countries (Kenya, Uganda, Tanzania, Ethiopia, Rwanda and Seychelles) are implementing the programme. The remaining national societies will be supported to do the same.

Strengthening the institutional capacity of PLWHA networks and associations has resulted in the reduction of stigma through the development and application of "Ambassadors of Hope"³ principles and approaches. In line with improving the quality of life of the PLWHA, the Federation will support integration of ART within national societies' HBC programmes. The first phase of ART support will be piloted with national societies from Ethiopia, Kenya and Uganda who developed proposals in 2004. These will use the service delivery model on access to care and ART for PLWHA developed by the Federation.

² 'Hardware' refers to the structural aspect of a project which involves actual implementation of the needs that have been identified e.g. borehole drilling, latrine construction. 'Software' refers to the planning stage of a project where needs of a community are identified, defined and capacities build in order to promote self-sustainability, ownership.

³ Ambassadors of Hope are PLWHA trained to serve as role models, to speak out and advocate for greater involvement of PLWHA (GIPA) within and outside their own countries.

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This initiative will run alongside the Masambo Fund ⁴ for ART access currently targeting staff and volunteers of national societies in ten countries in Africa; ten more countries will be included in this initiative depending on availability of resources. The Federation is currently working on guidelines for the care of carers who mainly constitute volunteers and family members of PLWHA. This will seek to address the needs of carers which include psychosocial, material, motivational, and other needs. Once developed, these guidelines will also be cascaded down to national societies.

National societies will be supported to adapt guidelines for advocacy and support of orphans and other vulnerable children (OVC) including those made vulnerable by HIV/AIDS. This support will not be in isolation but will be integrated in the HBC programmes. Rwandan Red Cross and Ethiopian Red Cross have initiated this process with the support of the regional delegation.

The Federation is one of the seven members of the alliance of the world's seven biggest youth organizations who have resolved to join forces to counter the HIV/AIDS pandemic among the youth in Africa. Kenya, Uganda, Tanzania, Zambia and Ghana are part of the pilot programme under the Africa Youth Alliance initiative ⁵.

Constraints

1. Uncoordinated multilateral funding makes the management and coordination of national societies' strategic plans very difficult due to their relative lack of experience and limited capacity in dealing with multilateral programmes as well as the lack national societies guiding frameworks e.g. WatSan strategies.
2. Earmarked funds for specific projects do not give flexibility to address national societies' health priorities which makes it difficult to enhance integrated health and care programmes.
3. Lack of a volunteer management policy in some national societies has hindered integration of health care activities through organizational development in disaster management and promotion of humanitarian values.
4. There is poor flow of information and communication between the regional delegation and national societies due to language barriers and lack of direct email contact for national societies' health and care personnel.
5. Inadequate skilled personnel in national society's health and care programmes have negatively impacted implementation and sustainability of activities.
6. Slow pace in developing collaboration and the willingness for joint activities has presented challenges in making the partnership between national societies and their national PLWHA associations operational.

Lessons learned

- Increased networking between national societies has provided opportunities for experience sharing that has improved project implementation.
- Establishment of new strategic partnerships and consolidating existing provides resources for capacity building and scaling up of programmes
- Sound volunteer management policies are a prerequisite for national societies to scale up existing activities.
- The RC NET health and care working group needs to encompass WatSan related issues to widen its current scope and focus beyond HIV/AIDS and health related activities.

⁴ The Masambo Fund is a Federation initiative to provide national society staff and volunteers living with HIV/AIDS access to life-saving drugs (including ART). Funds come from voluntary contributions by individuals, organizations and the national societies.

⁵ The member organizations represented by the Youth Alliance are the World Alliance of YMCA, World Organization of YWCA, World Organization of the Scout Movement, World Association of Girl Guides and Girl Scouts, The International Award Association, International Youth Foundation, and the Federation.

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The current programme will adopt the following strategies based on lessons learned:

- Integrate health and care components (Public health, WatSan and HIV/AIDS) to further increase networking which will better serve the national societies from the region and ensure impact upon the health of vulnerable communities.
- Increase the health and care unit's support and impact upon national societies' programmes and expand its role in resource mobilization (human, material and financial) with national societies. Information sharing and strengthened partnerships will be crucial tools not only to better realize the advantage of the HCSU to its clients but also to the network of Federation delegations and national societies' worldwide.
- To ensure relevance in the services provided through effective and efficient use of the available human, material and financial resources.
- The health and care support unit will collaborate with the organizational development unit to ensure sound volunteer management policies are in place to promote volunteer retention.
- The regional health and care unit will collaborate closely with the regional information unit on promotion of humanitarian values to ensure increased visibility of initiatives, activities, campaigns and programmes through production of videos, posters, features and publications.
- The unit will continue to give support to the RDRT initiatives under the disaster management coordination programme. The unit will also support the capacity building of national societies' staff through training of the national and branch disaster response teams.
- With regard to the integration strategy, the unit will support national societies to develop technically sound proposals that would attract funding thereby enable recruitment of more personnel and diversify interventions
- The unit will continue to hold planning sessions and review meetings to evaluate the integration process

Goal: To support national societies to design and implement appropriate and sustainable community based health and care programmes within the ARCHI 2010 framework that are responsive to the needs and vulnerabilities of the communities they serve.

Objective: Support national societies and consequently vulnerable communities to address their public health needs in a sustainable manner using the ARCHI 2010 strategy while at the same time building upon the capacities of national societies to rapidly and effectively address public health needs in emergencies (preparedness and response).

Expected Results:

1. The HCSU has developed adequate technical support packages (entailing advice in policy and strategy development, assessments and general capacity building) to support national societies' (and the bilateral) health and care programmes.
2. National societies have been supported to integrate new and existing health and care programmes with other programmes (organizational development, promotion of humanitarian values, and disaster management) for comprehensive health programming.
3. Adequate financial, material and human resources have been mobilized from within and without the movement to support core activities of both the regional delegation and national societies' health and care units
4. PHAST, ARCHI and CBFA have been consolidated and integrated within national societies' health and care programmes and within piloted and expanded "seed" projects.
5. Networks and partnerships have been strengthened with key stakeholders in health and care at all levels for the mutual benefit of national societies and related regional delegation's activities.
6. Monitoring and evaluation has been mainstreamed as a core activity to ensure the effectiveness of health and care programmes.
7. Partnerships and networks between the Federation/national society and groups/networks of PLWHA have been strengthened and scaled up for comprehensive HIV/AIDS prevention, care and support at all levels.
8. Closer coordination and collaboration has been established among national societies through support to the health and care-working group, RDRT, and other working groups of the RC-NET.

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9. National societies have established comprehensive health-HIV/AIDS programmes that incorporate workplace programmes, HBC, care for OVC and enhanced access to treatment for staff, volunteers and affected communities.
10. Health and care components (nutrition, CBFA, WatSan, HIV/AIDS) have been integrated into food security at national level.

<Refer to the Logical Framework Planning Matrix: Regional Health and Care >
http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA007HC.pdf

Disaster Management

Background and Achievements

The challenges that face national societies in the region are food security, cyclones and seasonal floods, and conflict that lead to population movement. Only five governments and five national societies (Uganda, Ethiopia, Rwanda, Seychelles and Kenya) currently have disaster management policy frameworks that specify roles and responsibilities and focus on internal and external efforts to respond to and reduce disaster risks. At national level, disaster management Strategy 2010 frameworks have been prepared by national societies from Ethiopia, Kenya, Somalia and Sudan.

The regional disaster management programme will continue to work closely with national societies during 2005 in order to meet the humanitarian demands resulting from challenges facing the region. The degree of engagement with national societies will depend on the following factors:

1. Their disaster risk profile,
2. Commitment and interest of national societies and
3. The capacity of the national society.

The geographical focus of the 2005 Appeal will be on selected national societies based on the above criteria to achieve a greater impact. In addition, all the fourteen national societies will benefit from capacity building support from the regional disaster management department, knowledge sharing through meetings and regional exchanges, and other technical assistance including support to establish national and branch disaster response teams.

As part of the Federation's Change Strategy, the regional logistics and IT/ telecommunications units have been integrated in disaster preparedness and response activities within the disaster management department. Preparedness and emergency response plans of the other programmes of the regional delegation are integral parts of the disaster preparedness and response approach. To this effect a regional disaster task force that includes the regional disaster management, health and care, information, finance and reporting units has been in existence since 2001 as a crucial practical step towards integration of relevant regional programmes to achieve better preparedness and response. The task force meets regularly to discuss all disaster response related matters, analyze implementation and share lessons learned.

The regional delegation's disaster management programme maintains close cooperation with ICRC and PNS supporting disaster preparedness, governmental authorities, and various regional and national institutions and agencies. Similar links are maintained with UNOCHA and other humanitarian agencies and donors for information sharing and regional contingency planning and through the Inter-Agency Working Group for emergency preparedness for knowledge sharing. Close links and partnerships are being built with FAO food security assessment unit, WFP, CARE, USAID and the OFDA-Africa regional office for food security. Linkages are also maintained with other agencies such as UNDP and UNEP.

The new regional disaster management programme will entail more joint planning of relief operations and transfer of skills, knowledge and expertise using the working groups established during 2000-2002 under the leadership, guidance and direction of the RC-NET (RDRT, working group on food security, working group on VCA, preparedness policy/plan and contingency planning and working group on cyclones and seasonal floods). In 2004 the working group for population movement was consolidated into the working group on VCA and disaster preparedness policy/plan. The four working groups are reinforced annually, building on positive experience to address their weaknesses. Copies of their terms of reference and concept sheet are available upon request. The collective competencies, skills, experience and knowledge

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of national societies will also be built through these working groups. National society disaster preparedness and relief officers are being linked to training programmes of other agencies (government, UN agencies, other NGO).

The focus during the period 2005-2008 is to put up similar structures and longer-term strategic frameworks at sub-regional, national and local levels. Greater focus will be placed on the sub-regional approach than before. Towards this, an integrated framework for the Lake Victoria Partnership - a 20 year initiative for Kenya, Uganda and Tanzania - has been initiated with the support of Swedish Red Cross. This initiative will eventually expand to include Rwanda and Burundi. A new sub-regional focus on food security has been developed for the Horn of Africa national societies (Somalia, Sudan, Djibouti, Ethiopia, and Eritrea); this has resulted in a new sub-regional food security programme (see Horn of Africa sub-regional Appeal) while the existing sub-regional partnership in the Indian Ocean Islands has progressed to the development of a specific sub-regional disaster management programme focusing on floods and cyclones (see Indian Ocean Island sub-regional Appeal). The development of these sub-regional strategies underwent several consultative processes including the June 2004 partnership meeting, a Horn of Africa strategy meeting in Djibouti in March 2004, and a meeting with the Indian Ocean Islands national societies in Madagascar in June 2004.

The 14 National Red Cross and Red Crescent Societies of the region will participate in regular annual cross-border cooperation and planning meetings. During these meetings, a plan of action will be prepared for the following year, the regional disaster management Strategy 2010 will be reviewed and updated, and priority national societies chosen.

Key Achievements for 2004

1. Clear sub-regional 2010 focus, and five regional working groups established, consolidated and in operation. The RC-NET is providing the overall guidance and a high level of national society ownership
2. Third training for reinforcing specific sectors of the RDRT (relief, logistics, health, and WatSan) successfully conducted in Rwanda in March 2004 with a special focus on reporting; participants acquired skills in developing Emergency Appeals that includes household social economic activities beyond the emergency phase.
3. The sub-regional food security strategy for the Horn of Africa (Sudan, Somalia, Eritrea, Ethiopia and Djibouti) in place since March 2004; implementation to start once funding is secured (negotiations ongoing with the British Red Cross)
4. Regional and country level strategies and programmes have been established in Eritrea, Ethiopia, Uganda, Rwanda, Kenya, and Sudan
5. Technical support provided to the annual meeting of the Indian Ocean sub-regional disaster management strategy/team. The strategy is active and useful in providing technical support to national societies in the sub-region. A member of the team deployed together with a FACT member to assess and support the Malagasy Red cross during Cyclone Gafilo in April 2004
6. The Regional Disaster Preparedness Officer attended the global SPHERE training of trainers held in Kenya and is imparting appropriate knowledge and use of the handbook to national societies in the region.
7. A partnership between the Federation and DFID ISP for capacity building ongoing in Sudan, Rwanda and Ethiopia with clear plans of action and close monitoring and technical support of the regional disaster management department.
8. A partnership between the Federation and DFID for risk reduction implemented in Sudan, Rwanda and Ethiopia during 2001 to 2003 has been evaluated; positive elements about the approach and capacity elements achieved particularly in Rwanda. A second concept sheet has been shared with Geneva for disaster response II application; it is hoped that Rwandan Red Cross will get funding to expand community based food security programmes and a second funding for knowledge management led by the regional disaster management department in close cooperation with the British Red Cross.
9. A partnership of Federation/UNEP/ProVention Consortium on environmental disasters (floods) kicked off and a national working group on floods established by the Sudanese Red Crescent to support flood risk areas (Kassala, Blue Nile, White Nile and Khartoum State branches).

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10. Food security VCA have been conducted in Rwanda and Ethiopia and contingency planning for population movement and drought done for Sudan and Kenya respectively.
11. The department took part in Sudan FACT assessment mission with a specific reference to identify the scope of training to strengthen the capacity of the volunteers and staff of the Sudanese Red Crescent for the current Darfur crisis/post peace Sudan.
12. Five participants from Kenya, Rwanda, Ethiopia, Eritrea and the regional delegation took part in the second global VCA training of trainers (ToT) held in Alicante, Spain in 2004. They are expected to strengthen VCA training of both staff and volunteers in the region.
13. Technical support provided to Seychelles Red Cross in lobbying for a role in the national disaster management framework.
14. All national societies in the region except Djibouti have disaster preparedness programmes and Kenya, Uganda, and Ethiopia have clear strategic frameworks and structure.
15. The department supported Kenya Red Cross regional disaster management training targeting 25 branches in conflict, floods and drought prone areas.
16. National societies in the region continued to receive support in logistics and telecommunications for emergency operations in Rwanda (volcano), Eritrea (drought) Sudan (floods), Uganda (refugee influx from DRC), Madagascar (cyclone Gafilo), Djibouti (floods), and Kenya (floods)
17. Five logistics training workshops have been conducted in the region. The department assisted Rwanda, Kenya and Uganda to revise their logistic and fleets management guidelines.
18. Technical support in information technology and telecommunication was provided to Ethiopia Red Cross for improved internet connectivity and email system; Red Cross Society of Eritrea in designing a computer network system and a training proposal which is now being implemented; Kenya Red Cross in designing a branch email system, computer support and repair and installation of HF radios in the branches. Rwandan Red Cross was supported in establishing a partnership with ICRC for setting up a radio network.

Lessons learned and the way forward 2005-2008

1. Regional preparedness is good but cannot replace preparation at sub-regional, national and local levels; during 2005 the focus will be to build capacities at these levels. The experience and process of the Indian Ocean sub-regional strategy (mainly around cyclone preparedness) will be replicated into the Great Lakes sub-region for environmental, health and population movement preparedness concurrently with the sub-regional strategy for food security in the Horn of Africa.
2. Partnership with DFID provided consistent resources and helped to build a more solid regional experience and technical support in disaster preparedness.
3. Partnerships and funding have been established and strengthened with ProVention/DFID. More partnerships, funding and networking with different agencies will be strengthened with UNDP, UNEP, OCHA, FAO, USAID/OFDA, and DFID. Many windows exist in country for national society partnership with other key stakeholders. However, there is a need for creating technical departments at country delegations to facilitate this agenda
4. There is good national society support for the process of handing over disaster management responsibilities through the RC-NET and its four working groups in line with the Federations' Change Strategy.
5. It was wise to focus strengthening of the five working groups on the four core areas at country level through appropriate country, regional and international opportunities (exchange, training, exposure with other agencies) and to use the working groups through deployments at country level. Members of the five working group are strengthening the capacity of staff and volunteers; however, there is need to push their plans of actions for wider coverage (training of response and technical teams at national and grass root level (branches)
6. There is a vacuum in disaster policy and plans both at national society and government level. Work will continue to lobby government authorities and to clarify the roles of national societies in Rwanda, Sudan, Ethiopia, and Seychelles during the Appeal period.
7. Disaster preparedness plans exist but most national societies do not use them as a tool to coordinate and direct the disaster preparedness and response activities of the Movement (PNS/ICRC) and other partners
8. The translation and implementation of the East Africa disaster preparedness strategy 2010 is broad based and needs long term funding sources/partnership to achieve the set goals.

Goal: To build the capacities of national societies at regional, sub-regional and country levels to predict and prevent disasters, to mitigate their impact and to respond and cope with their consequences.

Objective: To strengthen and support appropriate national society capacities to provide quality response to common disasters facing the region (food security, political disturbances and population movement, cyclones and seasonal floods) and the lack of disaster policy plans and vulnerability and capacity assessments.

Expected Results:

1. The capacities of the Federation and national societies to establish food security programmes at national, sub-regional and regional levels have been improved for Ethiopia, Tanzania, Uganda, Kenya, Rwanda, Sudan and Eritrea by the year 2007.
2. The readiness for political disturbances and population movements has been improved (in Tanzania, Rwanda, Uganda, Sudan, Somalia and eventually Burundi by 2008) through developing contingency plans at national, sub-regional and regional levels.
3. The preparedness for seasonal floods and cyclones at national, sub-regional and regional levels has been strengthened in Sudan, Kenya, and Seychelles by 2007.
4. VCA analysis for disaster preparedness plans have been undertaken in Rwanda, Sudan, Ethiopia, Tanzania, Eritrea, and Seychelles; and lobbying undertaken with the governments and UNDP to establish disaster preparedness policy plans in Seychelles, Rwanda, Tanzania, Kenya, Sudan and Ethiopia.
5. Improved knowledge sharing, capacity building and skills transfer has been achieved for all 14 national societies by 2007.
6. Integration of disaster preparedness and response with other regional programmes (health and care including HIV/AIDS, organizational development and promotion of humanitarian values units) has been done by 2007.
7. Networking has been improved with external key organizations e.g. government, UN agencies and NGO.
8. Co-ordination, training and technical support have been improved to increase national society capacities in logistics, and to enhance self-reliance in procurement, warehousing, fleet management, and logistics relief.
9. Information technology and telecommunication co-ordination, training and technical support has been provided to national societies to enhance their self-reliance in computer literacy, IT/Telecom infrastructure and application of IT solutions in the support of their programmes

<Refer to the Logical Framework Planning Matrix: Regional Disaster Management >
http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA007DM.pdf

Humanitarian Values

Background and Achievements

National societies have the responsibility of developing skills and potential of their information and communication units to respond to emergency situations, diminish the impact of disasters on vulnerable groups, promote tolerance and reduce the stigma and discrimination surrounding those living with HIV/AIDS. The RC-NET put this item high on their agenda throughout 2003 and 2004, building upon commitment made at the third annual regional partnership meeting held in Nairobi in June 2002 that advocacy, promotion of Red Cross Red and Crescent principles, humanitarian values, public awareness and fundraising remain a high priority for all national societies in the region.

An excellent working relation with the ICRC counterparts at the regional level has facilitated a coordinated approach by the Movement in the field of communication, dissemination and promotion of humanitarian values. In promotion of humanitarian values, disasters are and must be used as an opportunity to strongly and coherently advocate for the most vulnerable.

The regional information unit of the Federation continued to coordinate, assist and coach the members of the regional communications forum, a regional network of national societies' information/communications

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officers. This ensured more professional activities at national level, as well as a regular flow of information between national societies, the regional delegation and the media service and external relation units of the Geneva secretariat.

One of the priorities of the Regional Information Delegate is to continue to assist and guide national societies' counterparts in developing and implementing activities linked to Federation advocacy priorities such as reducing stigma and discrimination against persons living with HIV/AIDS. During 2005, two national society information officers will be given opportunity to join the regional information unit to work on regional projects and gain more exposure and confidence in their capacities.

The regional delegation will gradually strengthen its information unit based on the commitment of the RC-NET, the Federation's Strategy 2010, and donor response to the present Appeal. Continuous integration of the humanitarian values component into every regional and national programme will contribute not only to a harmonized planning but to a better promotion of the services of the unit.

Staff on loan-type of training for national societies' information/communications officers will be intensified as well as hands-on training during field visits by the Regional Information Delegate. Media relations and advocacy will be intensified and more places reserved for information officers in the RDRT training. The regional information unit will continue to support delegation's efforts of ensuring effective representation and advocacy and will include high quality publications.

Achievements to date

1. Hosting of the third Eastern Africa Regional Red Cross Red Crescent Communications Forum in Nairobi between in April 2004 jointly with the ICRC and Federation.
2. Facilitation of the information and human values sessions by the Regional Information Delegate during the RDRT training in Rwanda in May 2004. However, the number of RDRT trained information officers remains weak; activities to improve the situation are planned for 2005.
3. Effective coverage of emergencies: the floods and drought in Kenya; floods in Djibouti and Madagascar; Cyclone Gafilo in Madagascar; drought in Ethiopia and Eritrea; a food security assessment in Tanzania; and assistance to refugees and internally displaced in Uganda.
4. Coverage of the tenth anniversary of the Rwanda genocide which provided an opportunity to highlight recent achievements but also the challenges faced by the national society.
5. Regional programmes and activities continued to be highlighted and received appropriate media coverage including global events such as the World Red Cross and Red Crescent Day, World AIDS Day, World First Aid Day and the launch of the World Disasters Report. Other regional activities such as corporate partnerships in the field of combating HIV/AIDS (with the International Youth Alliance, NAP+, GNP+), disaster management with ProVention and UNEP; international branch twinning; and the Lake Victoria Partnership also received regional and international coverage with articles being published in the Red Cross Red Crescent magazine.
6. News releases, Information Bulletins and feature articles covering emergency disaster response and development activities, as well as global events (International Water Day, the World Red Cross Red Crescent Day, World First Aid Day, World disasters report and the World AIDS Day) were issued and published on the Federation's web site with the co-operation of the secretariat's media service. Virtually every one of these offered the grounds for briefings and interviews with national, regional or international media. Many documents were quoted or partially or wholly hosted by other reputable web sites such as IRIN, UN Relief Web, Reuters AlertNet and the Pan African News web site (PANA press).
7. Producing an editorial highlighting the participation of the Federation's at the second Global Aid and Trade meeting held in Nairobi in October 2004.
8. The Regional Information Delegate was one of the four press officers covering the works of the 6th Pan African Red Cross Red Crescent Conference held in Algiers in September 2004. Information, documents and experiences were shared with counterparts in the region.

Lessons learned

1. The regional communications forum has become a major event on national societies' agenda. It is also perceived as a strategic lever which enables the RC-NET to take decisions that will strengthen and harmonize communications and promotion of humanitarian values across the region. During this year's meeting, a customized job description for national society information officers was discussed, amended and unanimously adopted. The job description has an annex which specifies the basic needs for information units to perform effectively. This document, along with recommendations of the meeting was presented to the RC-NET during the regional partnership meeting held in Nairobi.
2. Partnerships with press officers of PNS such as the one between the Ethiopia Red Cross and Norwegian Red Cross have opened up more opportunities not only for capacity building but funding as well. Since then, the British Red Cross Head of Press unit has pledged to initiate a similar relationship with the Ugandan counterpart. Since they are directly involved in information/human values development activities, European counterparts can and have already started to advocate for the allocation of a certain percentage from their national societies' donations towards this activity. It is hoped that this approach would, in time, lift the present burden of adequately covering the annual budget of the regional information unit as well as the needs of the national society information units in the Eastern African region.
3. The relationships with other organizations have been strengthened for the mutual benefit of national societies. Contacts with IRIN have led to positive contacts between IRIN correspondents and Red Cross press officers in Ethiopia, Kenya and Uganda. Occasional contacts also take place in other countries as well. The communications forum further provided an opportunity to share the regional contacts between the two organizations and to encourage Red Cross and Red Crescent information officers to create stronger links with IRIN correspondents in their respective countries. Reuters has stated their intention to develop a regional network of stringers in digital photography. Since this project is only starting it was important for the Red Cross and Red Crescent to establish a close relationship at this early stage. The possibility exists for information officers to copy their photographs for posting on the Reuters web site. It is hoped that these and other measures will encourage and motivate the regional counterparts.

Constraints

1. The regional information unit has functioned with only one resource person - the Regional Information Delegate – over most of the past two years.
2. Inadequate funding has not allowed for the recruitment of sufficiently qualified information officer/assistants – the package that has been available for this position has attracted far less qualified candidates who have not passed the probation period.

Goal: Red Cross Red Crescent principles and humanitarian values are known and respected throughout the region; emergencies and development activities are consistently promoted; discrimination against vulnerable groups is reduced thanks to advocacy initiatives.

Objective: To assist in the development of a strong regional communications forum capable of efficiently supporting efforts of national societies to respond to humanitarian emergencies, reduce vulnerability and discrimination, and promote Red Cross Red Crescent principles and humanitarian values.⁶

Expected Results:

1. The development and capacity building of national society information units to meet minimum technical, professional and human resources standards as approved by RC-NET has been completed by 2007.
2. Cooperation between national society information units on bilateral, sub-regional, regional and international level has become operational.
3. Red Cross and Red Crescent responses to emergencies have been professionally promoted and received appropriate coverage at national, regional and international levels.

⁶ Note: Communications refers to all information, dissemination, media and public relations activities.

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4. Red Cross and Red Crescent campaigns, events and regional programmes have been given consistent visibility through an integrated and well-structured approach.
5. The cooperation with the ICRC in the field of dissemination and promotion of humanitarian values has been increased.

<Refer to the Logical Framework Planning Matrix: Regional Humanitarian Values>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA007HV.pdf

Organizational Development

Background and Achievements

The regional organizational development programme serves to link, advice and support national society capacity building. It also seeks to promote knowledge sharing and learning between national societies as well as quality standards and accountability amongst national societies, delegations and bilateral PNS operating in the region. The programme serves to catalyze support within African national societies and by partners for national society organizational development which underpins effective programme delivery. Focusing on leading change in a planned manner, the programme places considerable emphasis on strategic planning as the starting point for organizational development. During the organizational diagnosis which is an essential part of strategic planning processes, the importance of issues such as responsible governance, accountability, statute revision, branch development, human resource policies and improved communication at all levels of a national society emerge. These then become key issues for attention in strategic plans and their accompanying action plans. Complementary issues such as branch development and volunteer management also come to the fore.

Since early 2003, there has been only one delegate supporting organizational development initiatives in the region. In addition to facilitating initiatives with national societies, the delegate has been working with other departments in the delegation, particularly health and care and disaster management in defining an integrated approach to national society capacity building. The Organizational Development Delegate also continued to be the focal point for the Indian Ocean Islands and Djibouti in 2004 (for more details please refer to respective Appeals) as well as providing consistent support to Somali Red Crescent and ad hoc support on specific issues to national societies under the East Africa sub Regional office (Uganda, Rwanda and Kenya). Wherever possible the programme has tried to utilize the skills and experience of national societies within the region to strengthen the capacity of their sister societies. In-country consultants are also an important resource which will be further tapped into in 2005.

Much progress has been made in recent years; tangible developments which took place during 2004 were:

1. The revision of Statutes in Kenya, Rwanda, Uganda and Mauritius;
2. The design of a Strategic Plan in Somalia and the mid-term review of the Uganda Red Cross strategic plan; and
3. The design of a volunteer policy and implementation guidelines as well as branch development guidelines in Somalia.

Despite these achievements, the main challenges facing the region continue to be: the development of an integrated approach linking relief and development; adequate governance and management balance and the establishment of statutory succession systems; weak branch structures which reflect fragile decentralization processes; and inadequate staff and volunteer development. The majority of national societies continue to have a high dependence on outside support and some require considerable assistance in the area of financial management to enable them to meet standard donor requirements.

In line with the Federation's policy of establishing sub-regional offices for both the Horn of Africa and the Indian Ocean Islands, organizational development support to national societies in the sub-regions will be facilitated through these offices from 2005 onwards. While some of the details are outlined in the regional organizational development matrix, more details can also be found in the organizational development sections of the respective sub-regional and country Appeals.

Goal: Red Cross and Red Crescent national societies maintain a high profile in responding to the needs of the most vulnerable

Objective: National societies have the necessary structures and systems in place to respond to clearly identified community needs

Expected Results

1. National society Statutes are revised and applied in conformity with Federation guidelines in Sudan and Somalia by 2007.
2. Integrity issues are addressed in Burundi, Sudan, Somalia and Tanzania by 2007
3. Human resource policies are in place in Ethiopia and Somalia by 2005 and in Burundi, Tanzania and Sudan by 2007.
4. ICRC and the Federation have adopted a coordinated approach in their support to national societies in Ethiopia by 2005 and in Somalia, Sudan and Tanzania by 2007.
5. National societies are participating actively in national policy making in Burundi, Ethiopia, Sudan and Tanzania by 2007.
6. Decentralization processes have been established in national societies in Burundi, Ethiopia, Rwanda, Sudan and Tanzania by 2007
7. National societies have entered into an increased number of local partnerships in Burundi, Ethiopia, Sudan, Somalia and Tanzania by 2007.
8. National societies in Burundi, Ethiopia, Somalia, Tanzania and Uganda have a more diversified and reliable funding base by 2007.

<Refer to the Logical Framework Planning Matrix: Regional Organizational Development>
<http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA007OD.pdf>

Coordination, Cooperation, and Strategic Partnerships

Background and Achievements

With the implementation of the Change Strategy, coordination has become a core function and its importance will increase in the coming years. The coordination role of the regional delegation will entail:

1. Introduction and maintenance of CAS in each country as a mechanism for long term cooperation between operating national societies and PNS.
2. Guiding national societies in applying Red Cross policies and instruments, in particular in support of bilateral activities.
3. Assessment of the organizational capacity and support for the development of adequate systems in human resources, finances, administration and reporting of each national society to effectively respond to donor demands.
4. Facilitation of inter-regional exchange of experience, information and resources.
5. Intervention and arbitration in cases where parties do not fulfil agreements.

Coordination also includes regularly updating progress of all partners and where there are 'gaps' or 'non-delivery', the regional delegation takes initiatives to resolve the problems. Cooperation refers in particular to the cooperation among national societies through the RC-NET. The regional delegation will act as the secretariat of the RC-NET and will facilitate RC-NET committee meetings and the working groups for health and care, disaster management, communication and institutional development. Cooperation further includes:

- Regional exchanges for various objectives, including disaster preparedness policy planning, branch development, health strategies, change processes, systems development and long-term planning.
- Cooperation with ICRC in accordance with the new guidelines.

Strategic partnerships entail in the first place improving and increasing cooperation with non-Red Cross donor agencies like UNHCR, ECHO, ProVention, OCHA, Youth Alliance and Nestlé among others. Part of these new forms of cooperation are the result of global partnerships. Focus will continue on developing cooperation with new and non-traditional partners in the region; the regional delegation has made some first steps in this direction in the form of a part-time public health specialist seconded to the delegation by the French Embassy. The development of a project with UNEP in the region will have global implications.

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The number of the traditional country delegations will decrease and the sub-regional office approach strengthened. Plans are underway to incorporate Tanzania Red Cross National Society and Burundi Red Cross into the sub-regional office for East Africa that was established in 2003. Efforts to establish the sub-regional office for the Indian Ocean Islands to be based in Madagascar will be stepped up, while the sub-regional office for the Horn of Africa will be established in 2005 to be based in Addis Ababa covering Ethiopia and Djibouti in the first year.

Goal: To establish an effective coordination and cooperation role for the regional delegation and to ensure the implementation of strategic partnerships in the region.

Objective: The regional delegation effectively executes its role in coordination, cooperation and strategic partnerships both at regional and sub-regional level and is acknowledged by all national societies in the region.

CAS are prepared and used as the basis for a coordinated Movement action to build the capacities and programmes of national societies.

The RC-NET as the cooperation structure for national societies in the region enforces effective inter-regional cooperation and guides the policies and priorities of the regional delegation.

Expected Results:

1. All national societies have developed their CAS documents and updated them regularly
2. All international and inter-regional cooperation have been documented and standard cooperation, service or other agreements established and are in common use.
3. The RC-NET task force meets regularly to discuss the policies and priorities of the regional delegation.

<Refer to the Logical Framework Planning Matrix: Regional Coordination>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA007CC.pdf

Effective Representation and Advocacy

With the adoption of Strategy 2010, the Federation decided to influence the humanitarian agenda and to increase its profile in targeted international organizations and fora. The delegation has for the last four years been proactive in the region with moderate success. Regular contacts are maintained with OCHA, UN Habitat, Embassies, African Union and NEPAD. Limited capacity at the delegation has been a major hindrance in making further developments but in 2004, an External Relations Officer was contracted on consultancy basis to increase capacity for these activities and to give better focus for priority beneficial relations.

Goal: Effective advocacy, communications and external relations is maintained at regional level.

Objective: The regional delegation establishes strategic alliances and partnerships with external partners, influences decision making processes at national and international level, facilitates the promotion and implementation by national societies of resolutions of the International Conference, and increases the visibility and profile of national societies in setting the humanitarian agenda in the region.

Expected Results:

1. An external relations policy focusing on key priority organizations has been developed.
2. Global or regional cooperation agreements with international partners have been established for the mutual benefit of both the regional delegation and national societies.
3. The Federation is represented at important events in the region. Relevant international organizations and agencies are regularly informed on the work, positions and responsibilities of the Federation and national societies.

<Refer to the Logical Framework Planning Matrix: Regional Representation>
http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA007ER.pdf

International Disaster Response

A disaster management department has been created at the regional delegation; this reflects the Federation's Change Strategy of devolving more responsibility for disaster management coordination to the regional level, closer to national societies. This unit has consolidated the existing functions of disaster preparedness, disaster response, logistics, procurement, telecommunications and security under the leadership of a Disaster Management Coordinator replacing the disaster preparedness and logistics delegates. The disaster management department will support national societies when regional or international disaster assistance is required and will closely coordinate with the disaster management coordination department of the secretariat in Geneva. This will allow improved harmonization between international response mechanisms such as the ERU, FACT, and regional resources such as RDRT. When a disaster occurs and an intervention is requested, the disaster management department will coordinate all actions and hand over as soon as possible (within three months) to the national society or other partners and maintains long term operations only in exceptional cases. The disaster management department will work closely with ICRC and OCHA.

Strengthening the role of national societies to respond efficiently and effectively towards local and small disasters is the core objective of the regional disaster management programme (as part of 'strengthening national societies'). It includes building up the capacities of national societies' to respond to disaster within their countries. This also entails building up a core team of national societies' officers who can be deployed to handle small to medium disasters that exceed the capacity of any individual national society. The regional delegation will build up and maintain a structure able to give immediate support to the national society and to the secretariat in Geneva when a disaster occurs in terms of early warning, preliminary assessments, information, telecommunication, logistics, expertise and coordination with other stakeholders.

The added value of a strong role for the regional delegation in emergencies is not only the leadership role and the coordination of supporting national societies' interventions but also, it will strengthen the management of the media at local and regional level. Further, it will ensure that the gap between relief and rehabilitation is properly bridged and that capacity building is as much as possible included in each international relief operation.

Goal: To respond in an effective and timely manner to rapid, slow-onset and 'forgotten' disasters in line with the Seville Agreement and within the capacity of the affected national societies, the regional and the international resources of the Federation.

Objective: To build and maintain capacity at the regional delegation and national societies' levels to provide effective early warning, disaster assessment and disaster response and coordination at regional and international level with the Secretariat in Geneva.

Expected Results:

1. Emerging disasters in the region are tracked, key parties provided with rapid and accurate information, and ongoing disaster operations are monitored and key actions taken in a timely manner.
2. Appropriate and timely assessments are implemented and operational planning and Appeal preparation providing from the reports. Rapid deployment of RDRT and FACT teams in consultation with the disaster management and coordination division in Geneva.
3. Regional and international disaster response resources such as regional and international human resources, financial and material contributions, ERU, logistical and other technical support, are well coordinated to ensure appropriate level of response.
4. Good coordination maintained with national societies in the region, disaster management and coordination division and other departments in Geneva, PNS, ICRC, UN agencies and other humanitarian organizations.
5. Organization learning maximized through learning reviews and evaluations that lead to high level of accountability and development of procedures and systems for improved disaster response.

<Refer to the Logical Framework Planning Matrix: International Disaster Response>
<http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA007DR.pdf>

Governance Support

The regional delegation will assist the Secretariat in providing governance support to the Federation's leadership. Five representatives of national societies of the region are represented in the Federation's Governing Board and constitutional commissions until 2005.

Goal: To support members of the constitutional fora to contribute effectively to the governance of the Federation and the Movement as a whole.

Objective: To improve the communication with members of the Board and Commissions specifically on issues concerning the region

Expected Results:

1. The Head of Regional Delegation regularly contacts board and commission members and keeps them informed on key issues in the region.
2. Board and commission members are invited for regional partnership meetings and informed of the outcomes of RC-NET meetings.
3. The regional delegation facilitates preparatory meetings for the board and commission members in advance of statutory meetings.
4. The regional delegation supports board and commission members to represent the Federation in international forums or at international events.

The above role is integrated in the tasks and responsibilities of the Head of Regional Delegation and is an integral part of the daily activities. Where appropriate, support will be received from the international representation unit of the regional delegation.

Delegation Management (General Services)

The task of the regional delegation can be looked upon as 'managing the Secretariat's presence and programming' in the region and the different countries. This requires physical, financial, administrative, organizational and human resource structures to be in place. The organizational and physical structures have been revised and adjusted in 2004 to render optimum and cost effective services.

Sub-Regional structures

Implementing the objectives for 'coordination, cooperation and strategic partnership' means a new way of working and revision of responsibilities of delegates working in the field. It requires effective and regular communication between national societies and the regional delegation, but less full time delegates in each country. Specific delegates with a strong background in organization development will be assigned to this task on a long-term basis with continuity over two to four years. The first Head of Sub-Region for East Africa covering Kenya, Uganda and Rwanda has already been assigned this task; this will be extended to include Burundi and Tanzania in 2005. Two other sub-regional offices will be established, namely Indian Ocean sub-region to be based in Antananarivo, Madagascar, and will cover Comoros, Seychelles, Mauritius and Madagascar, and the Horn of Africa sub-region to be based in Addis Ababa to cover Ethiopia and Djibouti. The sub-regional office will be situated in the premises of the national society. Based on the needs, the offices might be staffed with technical experts supported by a minimum number of local staff.

The process of establishing these positions is foreseen to be completed in 2005. As a consequence, the traditional head of delegation/Federation representative position will progressively be abolished. In countries where substantial Federation operations are for one reason or another ongoing, delegates can be appointed as 'heads of operation', and will report either to the Disaster Management Coordinator in case of international disaster relief, or to the head of sub-region for that sub-region.

The Regional Delegation office in Nairobi

The central office for the Eastern Africa region will remain in Nairobi and will host the Head of Regional Delegation, the Regional Program Coordinator (and technical experts), the Regional Disaster Management Coordinator, and the Head of Support Services. A planning and reporting unit will be linked to the programme coordination department for the preparation of Appeals and reports. The regional office will

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also host some offices for PNS (see further), the RRU the RFU, and Africa Organizational Development Unit.

The main responsibility of the support services unit is to develop and maintain a high-grade efficiency and effectiveness on the delegation's management and its systems. This includes:

Finance and Accounting

The Change Strategy includes an increasing responsibility for the finance and accounting of the regional delegation. The section will - with the increased emphasis on (tailor made) service rendering - include costing and cost recovery. The regional delegation will open and close bank accounts on request of bilateral delegation. Staff will contribute to make efforts to strengthen accounting capacity and systems of national societies in the region.

Logistics

The regional delegation does service and maintains a fleet of leased cars (for delegation, continental delegates and bilateral delegations). Logistic activities also include local transport, visitors' services, and local purchase. The unit further deals with tendering procedures, warehousing, insurances and VAT exemptions.

Human Resources

The regional delegation has about 70 local employees, more than half of them in Nairobi. This includes staff employment on behalf of the bilateral offices. The human resource section is responsible for selection, employment and dismissal of staff; developing job descriptions, staff regulations, medical insurance; and staff training and development. It also deals with all applications of work permits and visas for delegates, bilateral PNS, and continental units.

The positions of international and local staff will evolve by 2007 to be in conformity with the Federation Change Strategy. The plan is to reduce the core level of expatriates to six or seven delegates in the regional delegation in 2005 (Head of Regional Delegation, Programme Coordinator, Disaster Management Coordinator, Health and Care Coordinator, Information Delegate and Humanitarian Values and Organizational Development Delegate). The number of local staff (34 in 2003) will evolve to meet the maximum efficiency target which aims to decrease administrative staff in tandem with the development of systems, procedures and technology upgrades. These estimates do not include project staff recruited at country level to provide specific support to new or ongoing programmes.

Information Technology

The implementation of the regional delegation's new roles and working modalities will depend to a large extent on a well-functioning communication system and available information technology (IT). The importance of IT as a major tool is increasing and technical failures can seriously disrupt the implementation of the delegation's core tasks. It is therefore not only necessary for the regional delegation itself to invest in up to date and safety-proof equipment, but also to support national societies in the development of their IT structures.

Administration

The regional delegation is housed in a rented office that includes facilities for parking, storage, and conferencing. The maintenance of this building and the houses rented for delegates, the security, insurance, water and electricity supplies and environmental issues are part and parcel of the administration unit. It also includes all legal issues, contracts and relations with local authorities.

Services rendered to national societies holding office in the region

The shift of the role of the regional delegation from an operational to a facilitating role of the membership includes also a shift in the relationship with PNS. The regional delegation will support bilateral, multi-lateral and coordinated bilateral cooperation in the region. The delegation will also render services to national societies that want to have their own offices and to hold these offices under the status agreement of the Federation with the Government(s). These services can vary from a fully equipped office, housing for delegates, employing local staff, car lease, financial reporting, to visa applications. The services will be rendered following an agreed service agreement and charged against cost.

Goal: The regional delegation's structure and processes are improved to support the implementation of the foregoing objectives.

Objective: To maintain an efficient and service-oriented infrastructure in order to facilitate the staff of the Federation to work effectively, to maintain an effective structure of communications with sub-regional offices and the national societies in the region, to recruit and employ highly skilled national and international staff, to create staff-on-loan positions in the region and to render services to partner national societies wanting to have a presence in the region.

Expected Results:

1. Well-functioning financial unit, reporting regular on all financial aspects of the regional delegation
2. Well-functioning administrative unit is rendering effective service in the field of facilities, administration, local logistics, IT and visitors' services.
3. Well functioning IT systems in place for information and communications.
4. Well functioning human resources unit with well established recruitment procedures and employment conditions including mechanisms to maintain performance standards.
5. Facilities and administrative support PNS and regional units.

The cost of these expected results are overhead cost and it is the objective to maintain these within a limit of 15% of the overall expenditures of the regional delegation.

Continental Units

As an extension of Geneva responsibilities, Continental Units have been created and are located in select regional delegations. In the context of Africa region, the Regional Reporting Unit and the Regional Finance Unit are both located in and supported by the Regional Delegation in Nairobi. Consistent with the text above, a short description of the two units appears below. Please note that these units are core units and as such their budgets will not appear as part of this current Appeal.

Regional Reporting Unit (RRU)

Developed as a core component of the Federation Change Strategy, the RRU reflects the importance the Federation attaches to:

- Increasing its ability to effectively deliver assistance to beneficiaries and national societies, thus
- Improving the quality and timeliness of Appeals and reports,
- Rationalizing the reporting workload on the field and the end use of reports; resulting in
- Increasing donor satisfaction and funding opportunities.

These are considered integral to implementing successful programmes and activities at global, regional and country levels. In addition to their core quality control and compliance functions, each RRU plays an increasingly participatory and supportive role in programme design and planning, monitoring (assessing achievements and constraints), and training. The RRU will promote improved coordination, and consolidate and intensify reporting capacity, resulting in improved performance and donor confidence in Federation programmes and products. Each RRU has been specifically tasked to work in close coordination with the Federation Regional Finance Units (RFU), to reinforce the link between narrative and financial reporting.

Regional Finance Unit (RFU)

The RFU form an integral part of the regional management structure of the Federation: the Secretariat sets overall direction in line with a procedural framework and established terms of reference, ensuring consistency across all operations.

The primary role of the RFU is to provide regional support to Federation offices and delegations on financial budgeting, accounting, analysis and reporting; the RFU also ensures a vital quality control and monitoring function for management over the monthly accounting cycle. Federation finance staff in the field report technically to the Head of RFU; however, these staff remain responsible for local budgeting, accounting, reporting, and compliance with standards and procedures.

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The RFU is also tasked with supporting and assisting national societies on financial issues. A key aspect of this support is to help national societies understand how to operate under the two main Federation funding methods: working advance and direct cash transfer. In addition, RFU proximity to operations makes them instrumental in any first reaction and support for emergency responses.

For further information please contact:

- *In Kenya: Anitta Underlin, Federation Head of Eastern Africa Regional Delegation, Nairobi; Email ifrcke03@ifrc.org; Phone 254.20.283.51.24; Fax 254.20.271.84.15*
- *In Kenya: Reidar Schaanning, Federation Eastern Africa Regional Programme Coordinator, Nairobi; Email ifrcke69@ifrc.org; Phone 254.20.283.52.41; Fax 254.20.271.84.15*
- *In Geneva: Josse Gillijns, Federation Regional Officer for Eastern Africa, Africa Dept.; Email josse.gillijns@ifrc.org; Phone 41.22.730.42.24; Fax 41.22.733.03.95*

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BUDGET 2005

PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA007

Name: EAST AFRICA REGIONAL PROGRAMMES

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	7,109	2,692	1,674	1,930	7,820	0	21,224
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	7,109	2,692	1,674	1,930	7,820	0	21,224
Warehouse & Distribution	15,145	0	500	0	2,000	0	17,645
Transport & Vehicules	33,915	9,317	21,370	21,252	21,812	0	107,666
TRANSPORT & STORAGE	49,060	9,317	21,870	21,252	23,812	0	125,311
Programme Support	59,544	31,934	19,858	22,890	50,750	0	184,975
PROGRAMME SUPPORT	59,544	31,934	19,858	22,890	50,750	0	184,975
Personnel-delegates	189,600	146,400	160,800	160,800	276,000	0	933,600
Personnel-national staff	283,541	99,243	28,822	68,121	159,198	0	638,924
Consultants	29,000	0	2,000	0	0	0	31,000
PERSONNEL	502,141	245,643	191,622	228,921	435,198	0	1,603,524
W/shops & Training	62,921	120,490	13,767	21,623	58,772	0	277,573
WORKSHOPS & TRAINING	62,921	120,490	13,767	21,623	58,772	0	277,573
Travel & related expenses	73,300	22,037	10,924	12,724	89,100	0	208,085
Information	37,500	0	6,000	0	20,200	0	63,700
Other General costs	124,484	59,173	39,794	42,813	95,120	0	361,384
GENERAL EXPENSES	235,284	81,210	56,718	55,537	204,420	0	633,169
TOTAL BUDGET:	916,059	491,286	305,509	352,153	780,772	0	2,845,779